

Equity and Social Justice Inter-Branch Team Work Plan Template					
January 1 to December 31, 2014					
Agency: Office of Performance, Strategy and Budget					
IBT Delegates: Jo Anne Fox, Michael Jacobson					
Objectives	Description of Commitment(s)	Project Manager Responsible	Indicators of Success	Expected completion date(s)	Result(s) and Lessons Learned
<p>Objective 1: Consider equity impacts in all decision-making:</p> <p>Each dept./branch commits to specific policy or program focus areas to apply Equity Impact Review</p>	<p>King County Strategic Plan Measurement (AIMs High project): With the update of the KCSP, the measurement framework (currently known as AIMs High) will continue to evolve. As part of any changes, the measurement site will continue to disaggregate measures for ESJ breakout data. In addition, it is possible to present determinants of equity data on the site.</p>	Lisa Voight	<p>Measurement will include ESJ breakouts (by race/ethnicity, income, and geography) on data whenever possible. Information on ESJ-relevant findings for King County community indicator and performance measure metrics will be provided to leadership.</p>	AIMs High update: end of year 2014	

	<p>King County Management Model: Strategic Innovation Planning: In 2014, the Council will approve a set of "Strategic Innovation Pririties" that will inform the development of Strategic Innovation Plans. These plans are designed to fundamentally evlaute the policies and services provided by the county. PSB will develop guidance for developing SIPs and will build in an ESJ lens in the planning process (reviewing ESJ-related data in assessing the problem statement, defining strategies, refining measures, and assigning targets) and including ESJ analysis requirements in the templates and instructions.</p>	Van Badzik	Key steps in process included ESJ analysis. Final plans reflect ESJ priorities/address ESJ issues, where relevant	Sep-14	
	<p>King County Management Model: Line of Business pilots: Expand an ESJ lens into Line of Business (LoB) planning beyond the Alternatives</p>	Jonathan Swift / Tricia Davis	ESJ expectations and direction are included in the Line of Business Guidance Document / Manual. Decision makers know how ESJ was considered in the	3 rd quarter of 2014	

	Analysis, into the Strategic Context, Forecasting, Problem Identification and Recommendations sections of the LoB plans.		LoB planning process, both in how current services are delivered and customers impacted, as well as the impacts from any proposed changes.		
	King County Management Model: Budget Process: Expand analysis of ESJ impacts in agency budgets to include base budgets and operations.	Jonathan Swift	Analyses of ESJ in resource allocations within agency base budgets are included in Executive briefings and decision making. Summary impacts are included in the Executive proposed budget.	On-going	
	Continuous Improvement: Ensure an ESJ lens is included in Lean event standard work, from assessing current and future state ESJ impacts, to ongoing continuous improvement work with agencies, to reporting results. Take advantage of continuous improvement work to promote ESJ.	Jim Chrisinger	Examples of ESJ-related impacts in Lean event results. Process improvements show ESJ impacts.	Ongoing, all year	

	<p>Criminal and Juvenile Justice Projects: Recruit and hire a Recidivism Reduction / Reentry Coordinator. One of this TLT's key functions will be to analyze ESJ impacts in County programs to identify and address unknown or unintended consequences from existing efforts and to help identify culturally-appropriate and effective strategies to reduce disproportionality in the jail population.</p>	<p>Krista Camenzind/Claudia Balducci</p>	<p>Coordinator hired. Recidivism reduction/reentry work plan includes analysis of equity impacts.</p>	<p>1st Quarter 2014</p>	
<p>Objective 2: Build community trust and capacity; Improved customer service; robust civic engagement Each dept./branch commits to areas for application of the community engagement guide</p>	<p>King County Management Model: King County Strategic Plan public engagement – As part of the KCSP update, PSB will continue to evaluate ways to improve community engagement (including follow up with community partners on the outreach conducted in fall 2013). Additional work around establishing best practices in</p>	<p>Van Badzik/Karen Freeman</p>	<p>Follow up activities with community partners. Guidance/best practices on community engagement documented.</p>	<p>Dec-14</p>	

	<p>community engagement will be coordinated with the Limited English Population proviso and may result in a county-wide workshop.</p>				
	<p>Translation of Key Documents: Expand the number of PSB's budget and policy documents translated to the following languages: Spanish, Russian, Somali, Vietnamese and Chinese traditional. (The "Budget in Brief" document was translated and distributed in 2013.) Add info on ESJ considerations in the budget. Follow up with communities to determine if translations are meeting their needs.</p>	<p>Dwight Dively</p>	<p>Translated documents are posted on King County website. Feedback from communities guide new and ongoing community engagement efforts.</p>	<p>4th quarter 2014</p>	
	<p>Limited English Proficiency Proviso Work</p>	<p>Michael Jacobson / Cristina Gonzalez</p>	<p>Proviso response transmitted to Council by June 30, including action plan to increase access to</p>	<p>30-Jun-14</p>	

			government services to LEP populations in King County		
	<p>Demographic and ESJ base maps: Update/refresh existing data for translation or other uses, based on most recent Census American Community Survey data (2007-11). Link to Exec. Order on Translation. Will require coordination between PSB, PH-SKC, KC-GIS staffs.</p>	Chandler Felt	Base maps are updated and distributed online.	Ongoing	
<p>Objective 3:</p> <p>Promote fairness and opportunity in County government practices</p> <p>a) Each dept/branch</p>	<p>Continuous improvement: Increase diversity so that facilitator training cohorts, Kaizen teams, and new 2014 continuous improvement positions reflect King County employee makeup</p>	Jim Chrisinger	The diversity of Lean practitioners aligns with the diversity of King County employees	Ongoing, all year	

<p>commits to internal communications /engagement, as well as structures and mechanisms, to raise awareness and visibility of ESJ with employees at all levels appropriate</p> <p>b) Each dept./branch commits to continuous improvement supports to institutionalize equity in all organizational practices (e.g., hiring, procurement, etc)</p>	<p>PSB Office Culture: Provide ongoing training on racism and equity issues. Encourage participation of all staff. Facilitate monthly discussions with PSB staff in ESJ issues in our personal lives and in the work we do for the County, as well as the role that PSB can play in consideration of ESJ principles in decision-making</p>	<p>Cristina Gonzalez / Marcus Stubblefield / Jo Anne Fox</p>	<p>PSB staff develop strategic plan for PSB’s long-term ESJ efforts, with a year-end check-in with management regarding progress. Consistent, engaged monthly meetings with PSB staff. Expanded Office capacity for ESJ work by voluntary leadership and participation on programs and initiatives to address ESJ issues.</p>	<p>Ongoing, all year</p>	
	<p>PSB Office Culture: Provide opportunities for and encourage deeper engagement in ESJ work outside of the Office, in agencies and programs with service delivery impacts, and with populations affected by our work.</p>	<p>Cristina Gonzalez / Marcus Stubblefield / Jo Anne Fox</p>	<p>Every PSB staff member gets out into agencies and programs, to better understand the operations and how our work and decisions impact communities.</p>	<p>Ongoing, all year</p>	
	<p>PSB Office Culture / Diversity: Recruit, hire and develop a STT to work on ESJ analysis in the budget and to provide additional diversity in PSB.</p>	<p>Cristina Gonzalez / Katherine Cortes / Lynn Argento</p>	<p>STT is hired, successfully completes ESJ budget analysis, and participates in PSB's efforts to better understand and reflect diversity.</p>		

	<p>PSB Hiring Practices: Provide anti-bias/diversity training for all PSB managers and recruiting/interview panels. Develop strategies, tools and contacts for recruiting efforts aimed at increasing diversity of staff. Include ESJ perspective in recruitment and candidate interviews.</p>	Michael Jacobson / Jonathan Swift	Develop and implement PSB hiring practices strategies. Increased diversity of applicants, finalists, and hires.	Ongoing, all year	
	<p>PSB Performance Review: PSB will include ESJ-related goals in performance reviews for Office staff and managers</p>	Dwight Dively	ESJ goals in performance review documents	End of 2014	
	<p>PSB Ongoing ESJ Development: Establish contacts and collaboration with the Seattle Budget Office and the City's RSJ work</p>	Cristina Gonzalez / Marcus Stubblefield / Jo Anne Fox	Ongoing development of ESJ analysis in budgets and resource allocation. Sharing of resources and successful methodologies.	Ongoing, all year	
<p>Brainstorm: Any other ideas, possibilities, areas to explore in your department or countywide via the</p>					

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